

STATINTL

Comments On  
[REDACTED] Summary Memo Dated 24 Sept 75  
Subject: Survey of PMCD/OP

A. Mission:

It is recommended that:

1. The DCI issue as an Employee Bulletin or a Headquarters Notice, or both, a policy statement outlining his manpower resource management concerns and proposed actions to ensure better management in this area.

STATINTL

Comment: Agree.

2. [REDACTED] be amended to establish, by regulation, the responsibility of the Director of Personnel to administer position management and grade controls and related areas of manpower resource management.

STATINTL

Comment: Agree.

3. [REDACTED] be amended to define, with some degree of precision, the totality of the Director of Personnel's/PMCD's mission for position management, classification and compensation and the nature of surveys which must be conducted to "audit the continuing validity of organizational structures and position classifications."

Comment: Agree.

B. Responsibility and Authority:

1. through 8. Make certain revisions in specified Agency regulations.

Comment: Agree that the regulations need revisions but suggest a complete review and revision of the regulations cited.

C. PMCD - Organization and Staffing:

It is recommended that:

1. The staff of PMCD be increased; the number (which to some degree will be influenced by the degree to which recommendations in this report are approved and implemented) to be determined by the Director of Personnel.

Comment: Agree. An increase to [REDACTED] would probably be required to develop and maintain both a quality standards program and a survey program.

STATINTL

UNREAL ?

ADMINISTRATIVE - INTERNAL USE ONLY

2. A definitive plan for PMCD staffing be devised to ensure: (a) the continued existence of a core of "professional" classifiers or PMCD "careerists" and (b) a regular rotation of "other" careerists through PMCD (a tour of four years is recommended), a greater emphasis on "management" or "system analysis" orientation and/or such training for personnel assigned to PMCD.

Comment:

(a) Once benchmarks and a factor-ranking methodology have been developed, there will be less need for a core of PMCD "careerists." Under present circumstances, however, we agree that a core of "professional" classifiers (up to 50% of PMCD's assigned officers) is necessary.

(b) Agree, although a four-year tour is probably too long for a rotational assignment. We would recommend a two- to three-year tour with provision for extension.

3. The initiation on an immediate and urgent basis - even at the expense of a diminution or temporary cessation of cyclic surveys - of a program designed to provide "meaningful standards" for as many positions as possible. It is also suggested that this program utilize not only the work currently being done by PMCD on the new factor-ranking/benchmark system of the Civil Service Commission, but also the modular evaluation system used so successfully by PMCD with respect to certain positions in the Office of Communications.

Comment: We agree that a standards program should be developed, but we do not agree that we should cease cyclic surveys - even temporarily. The "modular evaluation system" has limited application in certain types of activities but is not a substitute for eventual use of the factor-ranking/benchmark methodology to all General Schedule positions, Agency-wide.

4. The recreation of a Standards Branch.

Comment: Agree. We are taking steps within PMCD to accomplish this.

D. PMCD - Its Modus Operandi and Relationships with the Operators:

It is suggested that you and your staff review the PMCD "poll" included in this report to determine those areas in which you think corrective internal action might be desirable and those in which the need for "operator education and support" are the primary requisite.

Comment: Agree

E. PMCD - Its Place in the Agency Hierarchy:

While it is recommended that PMCD remain where it is, that is, in the Office of Personnel, it is also suggested that consideration be

given to clarifying the distinction - if there is indeed one to be made - between the staff and line responsibilities of the Director of Personnel and defining the mechanisms or channels by or through which these differing responsibilities can best be discharged.

Comment: Agree.

F. Centralization vs Decentralization:

It is my opinion, shared by almost all interviewed in the course of the PMCD "poll," as well as many others with whom the point was discussed in the course of this survey, that decentralization of PMCD's functions - except to the degree used in the application of the modular evaluation system in the Office of Communications, is neither necessary nor desirable.

Comment: Agree.

G. Administration of Supergrade and SPS Positions:

To meet the need for better administration of supergrade and SPS positions, it is recommended that:

1. A joint, concerted effort be made by the Office of Personnel and the "operators" to develop more realistic job descriptions for supergrade and SPS positions.

Comment: Agree.

2. PMCD using a combination of both the upcoming factor-ranking/benchmark system and factor analysis criteria of the Executive Evaluation System developed earlier (by a management consultant firm under contract to the Civil Service Commission) as part of the Federal Executive Program undertake to construct a more objective method for the creation of standards, for the evaluation of supergrade and SPS positions.

Comment: Agree, although the factor-ranking/benchmark system could simply be extended without utilizing the Executive Evaluation System.

3. To help ensure a greater uniformity in the development and application of these processes, the Director of Personnel consider making one classifier in PMCD responsible for these and related phases of the administration of supergrade and SPS positions.

Comment: Disagree. The PMCD officer responsible for a particular office should be capable of evaluating all positions of that office, including supergrade and SPS positions. ✓

4. In recognizing the requirement for involvement of the Director in matters of supergrade and SPS personnel, and in the absence of the Executive Director-Comptroller, the Director delegate to the DDCI, or such other senior officer he might choose, responsibility for final decision

making authority on actions relating to such supergrade/SPS personnel and/or positions. It might also be noted that such a delegation might properly go to the Director for Management if the Rockefeller Commission's proposal for the establishment of that position is approved and implemented.

Comment: The Office of Personnel (with the collaboration of the Office of the Comptroller) is preparing a proposal which addresses this and other aspects of supergrade ceiling and position management. ✓

5. Looking to the future when hopefully the current salary "freeze" will be lifted, and recognizing the significant salary levels which would then be applied to supergrade and SPS positions, consideration be given to the establishment of upper/lower "salary limits" as opposed to "GS grades" for executive level positions. (A not entirely new idea.) Such a system, which might put a more realistic "value" on positions and provide a greater flexibility in "executive" level assignments, is described in more detail in the body of this report. If found feasible "in principle," it might be initiated on a trial basis with respect to overseas stations.

Comment: This proposal would entail a drastic departure from current policy but we believe it warrants further study.

IT WOULD NOT ENCOURAGE  
ROTATION